

THE JOB OF EXTENSION WORKERS IN MARKETING

Report of the Committee
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A. General Objectives

1. The job of extension workers in marketing is Education. Education should result in the improvement of human behavior, and involves one or more of the following processes:
 - a. Increasing the knowledge of the individual
 - b. Changing the attitude of the individual
 - c. Changing the behavior of the individual
2. The broad objective in agricultural marketing is to improve marketing processes and marketing systems. The further objective is to encourage farmers, handlers, and consumers to use marketing facilities more effectively, to the end that the general welfare is promoted.

B. Specific Objectives

1. To develop an understanding of economic principles and public policy that affect the marketing of agricultural products.
2. To increase the understanding of farmers, handlers, and consumers regarding market functions, practices, and facilities.
3. To help farmers adjust their production and marketings to market and consumer demands.

a. Kind	c. Quality	e. Time
b. Quantity	d. Form	
4. To help handlers--
 - a. To recognize problems in agricultural production
 - b. To develop improved and lower cost methods of merchandising
 - c. To recognize the effect of changes in consumer purchasing power and consumer preference.
5. To help consumers--
 - a. To recognize factors affecting agricultural supplies, the value of various qualities and the cost of marketing services.
 - b. To express their wants and preferences in relation to variety, packaging and processing.

- c. To adjust their purchases and consumption of agricultural products to available supplies (kind, quantity, quality, season, and form), to market services offered, and to family income.
- d. To utilize agricultural products more effectively with attention to dietary needs, nutritive values and prices.

C. Scope of Extension Work in Marketing

Agricultural marketing begins with the harvesting of the crop and carries through until the product reaches the consumer. To bring about improvement in this broad field of agricultural marketing, close cooperation is necessary between extension workers in marketing, production, and home economics. The areas in which extension education can produce results are:

1. Elimination of, or reduction in, foreign and domestic trade barriers that hinder the free flow of goods.
2. Reduction in marketing margins and marketing costs in the various areas of the distribution system.
3. The reconciliation of assumed conflicting economic interests between producers, handlers, and consumers.
4. Evaluation of existing price policies, with recommendations for improvement.
5. Evaluation of existing marketing facilities, methods, and policies, with recommendations for improvement.
6. Grading, packaging, transporting, merchandising, and storing agricultural products to preserve quality, decrease waste, and increase the salability of farm products.
7. Quality programs.
8. Development of new products and new market outlets.
9. Assistance in the development and interpretation of voluntary programs, regulations and laws pertaining to the grading of agricultural commodities.
10. The Extension Service has not only an opportunity but a responsibility to work with both cooperative and non-cooperative types of marketing (and purchasing) agencies, to obtain increased efficiency and a more effective marketing system. Many of the problems of cooperative associations are similar to those of other types of agencies but each type has its own distinctive problems.

Cooperative associations have served as a means for people to exercise their own initiative and enterprise. In the case of

cooperative associations, some of the distinctive features that need to be dealt with on an objective educational basis are:

- a. Principles and practices
- b. Organization and legal requirements
- c. Financial structure
- d. Responsibilities of members, directors, the management, etc.

Agricultural extension programs in marketing should be closely correlated with the programs of cooperative and non-cooperative marketing agencies.

D. Intra-Extension Relationships

Marketing work, like other phases of the Extension Service program, requires the support of extension administrators, supervisors, county workers, and subject-matter specialists in production and home economics, as well as specialists in marketing who are assigned the leadership in marketing projects. Each group may take part in the extension marketing program in the following ways:

1. Administrators of the Extension Service

The extension director should:

- a. Consider the appointment of a committee representing the various extension areas concerned with marketing -
 - (aa) To consider projects
 - (bb) To assist in integrating the overall extension marketing work
 - (cc) To appraise the effectiveness of marketing activities
 - (dd) To recommend appropriate action
- b. Support marketing programs and assist in maintaining wholesome relationships between extension marketing activities and research and resident teaching in marketing.
- c. Provide for training of the staff in marketing work - state and county.
- d. Provide the necessary facilities and assume leadership in acquainting the public with extension work in marketing.

2. The Extension Supervisors should:

- a. Acquaint the county staffs with the administrative

decisions regarding marketing programs.

- b. Encourage analysis of marketing situations throughout their districts.
- c. Suggest counties, areas, and fields in which marketing work should be done, and act as a liaison agent between state and county staff.
- d. Arrange for training in marketing, of county extension workers.
- e. Keep in contact with the development of marketing programs and give assistance and encouragement to constant progress.

3. In each county--

- a. The county agent, as project leader, should coordinate the efforts of all other county extension workers in marketing work.
- b. County extension agents should take the leadership in the cooperative and democratic development of educational programs in marketing within their counties by utilizing the knowledge of local people and attitudes. County committees may be helpful.
- c. County extension agents should study the market situation with respect to commodities produced or consumed in the county and analyze the problems involved. They may want and need the assistance of specialists or research workers.
- d. The county extension agents should:
 - (aa) Conduct local meetings and assist local marketing and consumer groups.
 - (bb) Consult with marketing leader before initiating marketing projects.
 - (cc) Maintain adequate public relations and information programs regarding marketing work and marketing problems.
 - (dd) Periodically evaluate the marketing program.

4. Subject Matter Specialists

- a. Marketing Specialists should:
 - (aa) Provide leadership in all extension marketing projects.
 - (bb) Provide technical information, analyze market situations, and present possibilities in new marketing ventures to other extension personnel - state and county.

- (cc) Stimulate needed research.
- (dd) Train county workers and leaders in marketing.
- (ee) Encourage marketing projects and assume the leadership in the director's advisory committee.
- (ff) Serve as a clearing-house for marketing information regarding products produced or consumed in the state.
- (gg) Analyze and interpret supply, demand and price trends, and provide such other information that will encourage the orderly flow of commodities through the market.
- (hh) Help to create a better understanding among producers and consumers of market functions, and the problems of all groups involved.

b. Production Specialists should:

- (aa) Advise with marketing specialists relative to marketing problems in their subject matter fields.
- (bb) Adjust their production programs and cooperate with marketing specialists to make the best use of extension resources.

c. Home Economics Specialists

While home economics personnel will be concerned primarily with the consumer education phase of the marketing program, it is important that they help more people understand the problems of the whole marketing field. They should:

- (aa) Provide technical information on consumer purchasing.
- (bb) Work with the marketing program leader in analyzing marketing problems, and in encouraging research and educational projects relating to consumer education.
- (cc) Assist in directing marketing projects toward improved nutrition and improved levels of living.
- (dd) Develop more effective methods of consumer education.
- (ee) Assist in evaluating the effectiveness of consumer education programs.

E. Extension Research Relationships

Extension work should be well rooted in research. When extension and research workers act as a team, coordinated as to time, subject matter, and procedures, maximum results can be expected.

1. To establish the best teamwork, it is necessary to have:

- a. Research representation in extension planning.
- b. Extension representation in developing research projects.
- c. Administrative encouragement and approval of this procedure.

2. Research is valuable only insofar as the information obtained reaches the people who can use it. To make research more effective for extension use, it will be helpful to encourage "applied" research along with "basic" research.
3. The "gap" that frequently prevails between available research information, and information needed by extension workers may require extension marketing surveys or, joint surveys between research and extension personnel.
4. Extension and research projects should be properly coordinated. Depending upon the problem, the most effective extension work in marketing may result from either:
 - a. Extension work following research, or
 - b. Extension work and research carried on simultaneously, or
 - c. Extension work preceding research.

In many instances, it may be necessary to use two, or all three, of these alternatives.

F. Relationships to Other Agencies

Duplication of effort should be avoided. To make extension educational work in marketing more effective close cooperation will be necessary between the Extension Service and the various educational, research, regulatory and service departments of the many governmental agencies, (both federal and state) and with private agencies engaged in marketing.

1. Federal and State Agencies

Because of the impact of the Research and Marketing Act special mention is made of -

- a. The Office of the Administrator of the Research and Marketing Act through which much of the new marketing work will be financed and coordinated.
- b. The Economics Division in the Federal Extension Service which will be able to give assistance in -
 - (aa) Methods and procedures in state projects
 - (bb) Utilization of results from regional and federal marketing research
 - (cc) Development of projects on a regional basis
- c. The State Departments of Agriculture or Bureaus of Markets to which the regulatory and service work has

been assigned under the Research and Marketing Act. The Extension Director and Marketing Specialists should consult with such personnel to:

- (aa) Work out the boundaries of their respective fields
- (bb) Develop working relationships

2. Private Agencies (Including Cooperative Associations)

Directors of extension and marketing specialists should attempt to -

- a. Correlate the extension educational programs in marketing with those of private agencies.
- b. Assist agricultural marketing organizations with their marketing problems by offering information and material developed in extension marketing programs.
- c. Use suitable material developed by private agencies, such as visual aids.
- d. Use the personnel of private agencies in any way that they can contribute to a more effective extension program in marketing.

G. Extension Methods and Procedures

The objectives of extension marketing work outlined in this report can be accomplished most effectively by the application of the methods and procedures developed in regular extension work.

Marketing activities within the county should be directed and cleared through the county extension service wherever possible. The county extension service will need assistance in developing techniques for reaching all groups concerned. The following teaching techniques and procedures have been effective.

- 1. Lectures, talks, discussion groups, charts and other visual aids, printed materials, and radio.
- 2. Establishment of county marketing councils or county committees representing all groups concerned to analyze local marketing situations and develop recommendations upon which to base action if necessary. These councils should be developed to include members from commodity or functional committees representing specific industries.
- 3. Establishment of area commodity and functional committees to accentuate effective marketing programs in specific industries, such as fruits, vegetables, livestock, etc.

4. Marketing "clinics" for producers, handlers, and consumers to consider mutual problems.
5. Other methods, such as market tours, exhibits, sales, etc.

H. Training of Personnel

Extension marketing personnel must be well trained if they are to gain and hold the respect and confidence of trades people and others with whom they work.

Training directed toward an understanding of the principles and practices of marketing should be provided for those who are or may be engaged in various phases of a marketing program. Such training should include:

1. Pre-service Training

There is a definite need for re-examination and revision of curricula, and of college teaching methods. A college training program should:

- a. Provide training for extension work.
 - b. Provide graduate students as assistants to extension workers.
 - c. Recognize the value of field experience to people taking graduate work in marketing.
2. Students fitting themselves as specialists in the agricultural marketing field might well include courses along the following lines:
- a. General economics, business administration and agricultural economics.
 - b. Specialized marketing training in some commodity field.
 - c. General training in production.
 - d. Consumer education.
 - e. Public relations.
 - f. Field experience in marketing.
 - g. Extension methods and techniques.

3. In-Service Training

In-Service Training should be provided for all extension

- personnel who have marketing responsibilities.
- a. Marketing specialists.
 - b. Production specialists.
 - c. Home economics specialists.
 - d. Supervisors.
 - e. County extension agents.
4. Training in subject matter and in effective extension marketing methods and techniques may well be given through group and individual conferences, workshops, committee meetings, tours, etc.
 5. Extension marketing specialists should have the opportunity of participating periodically in regional conferences to exchange ideas on new techniques and new developments.
 6. Marketing specialists should be given occasional leaves of absence with pay, to work with industry groups in marketing.
 7. Advanced Study
 - a. It is desirable that periodic leave for advanced study be provided all extension workers on a practical basis and that marketing specialists avail themselves of all such opportunities.
 - b. Financial assistance such as continuing salary, scholarships, or fellowships is essential.
 - c. College administrators should recognize the value of field experience in marketing and allow credit for it.
 - d. Extension specialists in marketing can make valuable contributions in outlining a program for advanced study in this field.

I. Regional Extension Projects

1. Regional research has provided a new source of extension information.
 - a. Since 1940 eleven regional research publications have been issued by North Central States of which three relate to marketing.
 - b. A regional study of egg marketing under R.M.A. is now nearing completion.

- c. Other regional research is in progress on the marketing of feeder cattle and sheep, swine carcass grading, cold storage lockers, and dairy marketing.
2. Extension should be alert.
 - a. To use these results in state extension programs.
 - b. To develop regional extension programs when economy and effective use of data appear to justify them. Information from the regional research project in egg marketing indicates that certain problems are broader than one state - problems such as packing, handling and transportation. This points to the need for the development of a regional extension project in this field.
3. Extension administrators should give early and careful attention to initiating and conducting such regional extension work in marketing and proceed to -
 - a. Outline the specific projects to be undertaken, states that should participate, time and cooperating agencies.
 - b. Outline the procedure for carrying out such projects.
 - c. Determine what and how much personnel is required.

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